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Approved For Release 2001/05/01 : CIA-RDP80-01826R001100090041-0

19 MAR 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Program Plans and Personnel Staffing for the Salary and Wage Division

1. Recent trends in Government have made it necessary for the Agency to be seriously concerned with personnel ceiling, budgetary expenditures, optimum use of personnel, and realistic requirements in the form of up-to-date staffing complements.

2. The Manpower Control Regulation (HR [REDACTED]) centers this responsibility in the Executive Director/Comptroller's Office, particularly in the Office of Budget, Program Analysis and Manpower Control (OBPAM). It also states that the Director of Personnel shall collaborate and furnish assistance to the Executive Director/Comptroller in these endeavors. To date, this assistance has chiefly involved controlling personnel strength, furnishing adequate records, reviewing and establishing staffing complements, controlling and reporting changes in average grade, proposing changes to correct organizational deficiencies and poor job engineering, and conducting special studies of proprietary compensation programs, secretarial utilization, etc.

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3. The responsibilities of the Salary and Wage Division include the establishment and maintenance of staffing complements. These staffing complements establish the Agency's position average grade and Career Service Grade Authorizations which are the framework within which hiring, firing, career development, promotions and personnel planning are accomplished. This framework has a considerable effect upon the Agency as salary costs amount to approximately 40% of the Agency's budget.

4. A well-executed program requires the following:

1. Consistent and equitable evaluation of Agency positions.
2. Ability to respond to requests to review organizational grade structure and specific positions.
3. Ability to maintain position descriptions and organizational changes on a current basis.

DOC	13	REV DATE	20/04/82	BY	103877
ORIG COMP		CPI	32	TYPE	01
ORIG CLASS	C	PAGES	3	REV CLASS	C
JUST	22	NEXT REV	20/12	AUTH:	HR 10-2

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4. Ability to conduct a program of periodic surveys both in Headquarters and the field to insure reasonably current and accurate staffing complements.
5. Ability to assist offices in organization, job engineering and grading problems.
6. Ability to furnish top management with up-to-date information concerning status, trends and specific compensation problems in the program.
7. Ability to maintain cognizance of salary and classification trends in industry and government.

At the present time, the Salary and Wage Division does not have adequate staffing to achieve these objectives fully. In the Clandestine Services Branch, there is a Branch Chief, two senior Salary and Wage Officers and two junior officers responsible for coverage of more than [REDACTED]. In the Intelligence and Support Branch, there is a Branch Chief, three experienced Salary and Wage Officers and two relatively new officers to cover the remainder of the positions.

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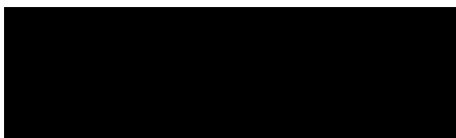
5. In the position evaluation function alone, we have been able only to cover specific requests and to put out fires. Therefore, our emphasis has been to cover changes and requests brought to our attention by the operating offices. A great many offices and divisions have not been reviewed in detail for years. We have not been able to conduct a regular program of surveying and updating position information or allocations. This type of program as you know is vastly more effective and can provide operating management and control management information and recommendations on which to act.

6. In order for the Office of Personnel to fulfill its responsibilities to the Executive Director/Comptroller in the Manpower area, SWD must be increased by six competent professionals and one clerical employee. This should include several able personnel officers who can be readily trained in job evaluation and several bright junior officers. The T/O authorization is currently 19 with one vacancy. This would require an expansion of the T/O to 26.

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and Wage Division**

7. In view of the increased responsibilities Salary and Wage Officers are required to exercise and the increased demand for effective negotiating ability, three additional GS-13 positions responsible for major areas, three additional GS-11's and one additional GS-05 clerical position will be required. These allocations would be more in line with Agency positions of comparable responsibility. I would like consideration of the following individuals:



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The three additional junior professionals may possibly be secured from junior professionals in RI or OCR, or from the JOT Program. I believe it is necessary for you personally to assure the older personnel officers that this is a good step in their career development and there is a definite need for their services for a tour of duty.

25X1A 8. I do not foresee any need for changing the organization and I believe that proposed HR [redacted] basically establishes your responsibilities. I do not intend to get in procedural details of management work; I would expect rather that the Division would be concerned with organization and job engineering as it affects grade structure, utilization of personnel, and rising salary costs.



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Chief, Salary and Wage Division